

Approved For Release 2008/01/14 : CIA-RDP85B01152R000200310008-6

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Next 1 Page(s) In Document Denied

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C O N F I D E N T I A L

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14 FEB 1983

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : Executive Director

FROM : Chief, Career Training Task Force

SUBJECT : Career Training Task Force Report -
January 1983

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Summary. This has been a month spent largely in building the Career Training Task Force (CTTF) and, while so doing, in reviewing the effectiveness of how we have acquired, counseled and trained Career Trainees (CTs) in recent years. It has been a time of consolidation of people, and of planning for the consolidation of office working locations and financial resources. It has been a time of review of the entire CT acquisition process, of how the responsibility for counseling CTs after their entry on duty has been met, and of how effective the parts and the totality of the CT training cycle have been. There are significant flaws in all of these areas. They are being addressed.

Several factors now make it clear that we will not be able to recruit CTs for entry to the Directorate of Operations in FY 1983. Principal among these factors are:

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-- Processing time. Although processing time is being reduced, it is not likely to be reducible during the balance of this fiscal year to an average processing time of less than five and one-half months. The increasing number of applicants during the coming months will begin to show up in larger entry-on-duty numbers after the start of the next fiscal year.

-- Over-dependence on advertising. The effort to recruit CTs is still too beholden to advertising. A more aggressive, direct recruiting program will take some months to show results. These results will come principally from the Academic Associate Program which is building a referral infrastructure for us in U.S. universities.

Changes will be made to correct a sense of negativism projected by some

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1. CTTF Resources.

Staff. The Career Training Staff of the Office of Personnel and the Recruitment and Training Branch, DDO/CMS, have been consolidated. That group is now the CTTF. The present complement of the CTTF is [] officers and staff. Present plans call for increasing this number by about [] officers and staff in the near future.

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The Psychological Services Division of OMS, the Polygraph Division of the Office of Security and the Recruitment and Placement Division of the Office of Personnel will function as close working partners of the CTTF. Administrative control of these elements will remain unchanged. Judgments about the effectiveness of these components in the CT acquisition process will be made as the processing workload increases. As appropriate, specific recommendations for increasing the efficiency of this total effort will be made.

Space. It has not yet been possible to consolidate the two major separate elements of the CTTF in the Chamber of Commerce Building. This move, now scheduled for early March, has been delayed awaiting moves of several other components which must first be made. Its accomplishment will expedite our collective CT acquisition efforts and place the entire CTTF in close proximity to the CTs in the first part of their training cycle.

Money. Financial resources additional to those programmed by OP and the DDO will be necessary to sustain an enhanced recruiting effort. Those additional funds are being sought.

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Equipment. The only new major item of equipment which is likely to be needed is a WANG Alliance Word Processing and Mini-computer System. The installation of this will allow automated record keeping for all CTTF activities related to the selection, recruitment, administering and training of CTs. After an initial cost of about \$70,000, it will permit very significant time savings and a reduction of error possibilities. A systems administrator (probably from DDO/IMS) will be added to the CTTF to manage this resource.

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